

# **The Business Case for Equity and Diversity**

NASA - Goddard Space Flight Center  
Center Director's Colloquium

April 19th, 2000

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# Objectives

- To introduce the business case to equity as presented in the book *Diversity at Work*.
- To identify future trends in diversity concerning proper measurement and the movement towards global diversity standards.
- To deal with specific concerns regarding the proper implementation of equity and diversity.

# Equality vs Equity

(See p. 15 Diversity@Work)

**Equality = sameness**



*When we treat people equally we ignore differences.*

**Equity = fairness**



*When we treat people equitably we recognize differences.*

# The Equity Continuum

(see p. 42 Diversity@Work)



Think  
they are  
a five

Leg.  
Fairness

Altruism

They have  
business  
reasons

Transition

Equitable  
Employment  
Systems

Source: Wilson: Diversity at Work

## Definition of Diversity

*“Acknowledging any difference that can impact on the fair treatment of people.*

*Differences based on gender, race, age, ethno-cultural background, sexual orientation, disability, religion, education, class, marital status, family status, etc...”*

# Equitable Employment Systems

(see pp. 22-23 of Diversity @ Work)

Systems which are based solely on fairness and merit and allow the organization to attract and retain the most qualified workforce.

## Legislated or Compliance Equity

A legislated process designed to remedy the effects of past discrimination and ensure “appropriate” representation of designated groups.

US - Affirmative Action

Canada - Employment Equity

Britain - Equal Opportunity

# Litigated Equity Class Action

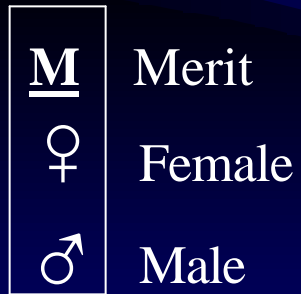
- Denny's - \$54. (M) - Race Discrimination
- Publix Supermarkets- \$81.(M)-Sex Discrimination
- Home Depot - \$106. (M) - Gender Equity
- Mitsubishi - \$150.(M)- Sexual harassment
- Texaco - \$176.1 (M) -Race Discrimination



# Goddard Space Flight Centre Diversity Vision

Goddard employees respect, appreciate and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

# The Oil Light



# Equitable Employment Systems

(see pp. 22-23 of Diversity @ Work)

Systems which are based solely on fairness and merit and allow the organization to attract and retain the most qualified workforce.

# Designated Groups

## Canadian

- Women
- Visible Minorities
- Aboriginal People
- Disabled Persons

## American

- Women
- Minorities
- People 40 & Older
- Persons with Disabilities
- Vietnam Veterans

# Who Will Make Up the Workforce?

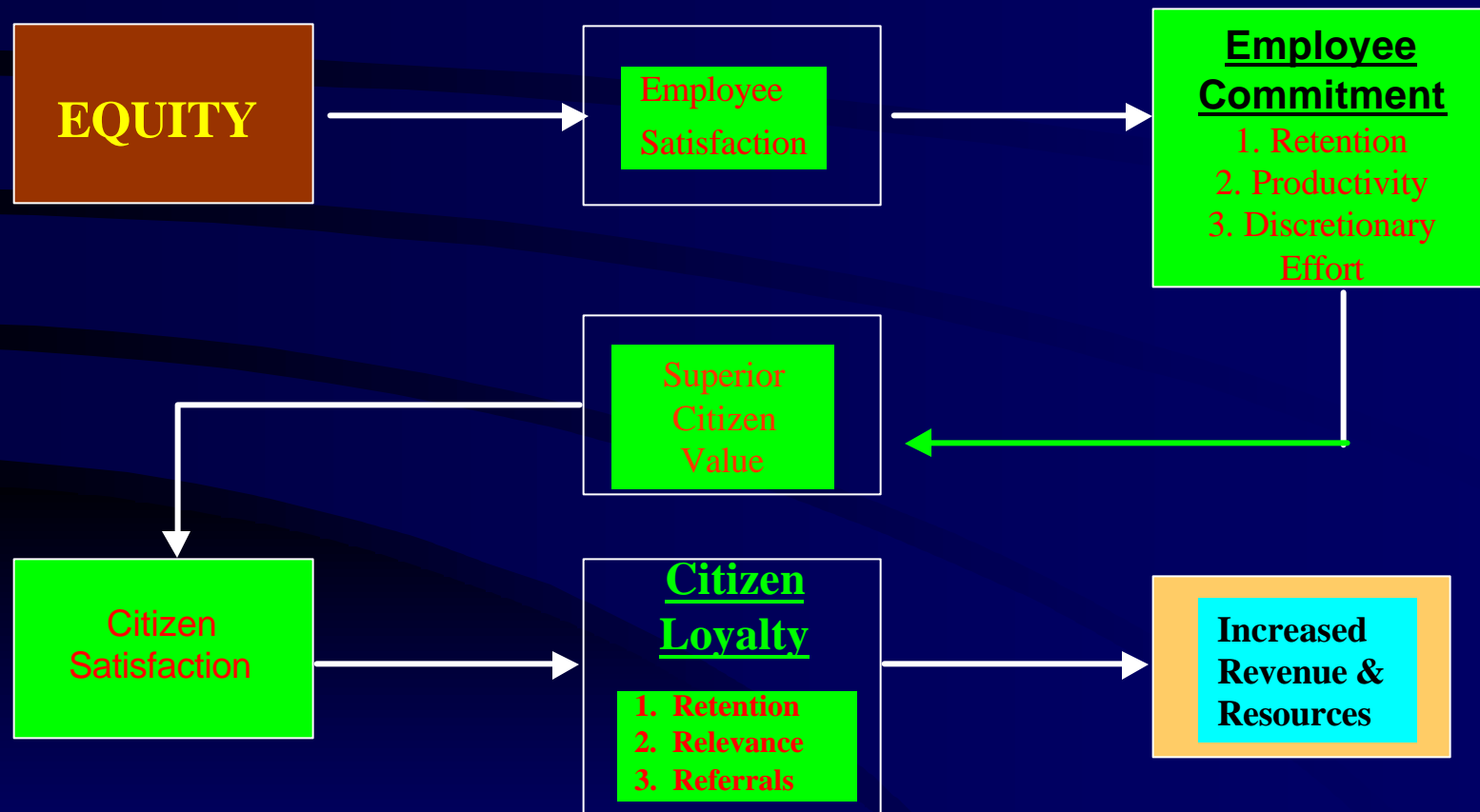
- Men
- Young People
- Married People
- Divorced People
- Single people with Children
- Lesbians
- Generation “X”
- Visible Minorities
- English Speaking People
- Executives
- Professionals
- Pregnant Women
- Women
- Older people
- Single people
- Married people with children
- Gay Men
- The “Sandwich Generation”
- White people
- People with Disabilities
- French Speaking People
- Managers
- Administrative Staff
- White Able-Bodied Males

## *Is it possible?*

“ To say it is impossible because it is difficult is not consonance with the spirit of the age...things undreamt of are daily being seen -the impossible is ever becoming possible.”

M. Gandhi

# The Public Sector Business Case



# Discretionary Effort

- Discretionary effort is what employees choose to do as opposed to what they are obligated to do. Employees who exhibit discretionary effort are willing and able to provide the extra measure of dedication, care and effort that represents the difference between customer service and exceptional levels of customer service.



## Box # 1 - Equity

- The fairness of outcomes.
- The fairness of the procedures used to determine the outcomes.
- The quality of interpersonal treatment i.e. treating others with dignity and respect

# The Public Sector “Business” Context

*“The changing economic, political, social and business environment has prompted public sector agencies to place renewed emphasis on how they can become high-performing organizations, especially customer-driven ones. Now more than ever, agencies must be able to show the relevance and value of their programs to the public they are serving.”*

**Dr. Janet Smith**

**Federal Task Force on an Inclusive Public Service**

# The Trinity Group

- IBM
- Ernst & Young
- Bell Canada
- Nortel
- Motorola
- Dupont
- Scotiabank
- Xerox
- Public Service Comm.
- Cnd. Bar Assoc..
- CIBC
- Rogers Broadcasting
- Caribou Systems Corp

# Three Phase Process

- Phase 1 - Global Best Practice Review to begin quantifying the Equity Continuum.
- Phase 2 - Create a diversity standards implementation model.
- Phase 3 - Develop a tactical implementation tool to systematize diversity initiatives according to the

# Diversity GAP Tool Template



# The New Millennium

## The Past

1940-1970

### Age of Inequality

- Differences made a big difference
- Differences lead to Unfair treatment

## The Present

1970-1999

### Age of Equality

- Differences are ignored
- Treat everyone the same
- Ignoring differences leads to unfair treatment

## The New Millennium

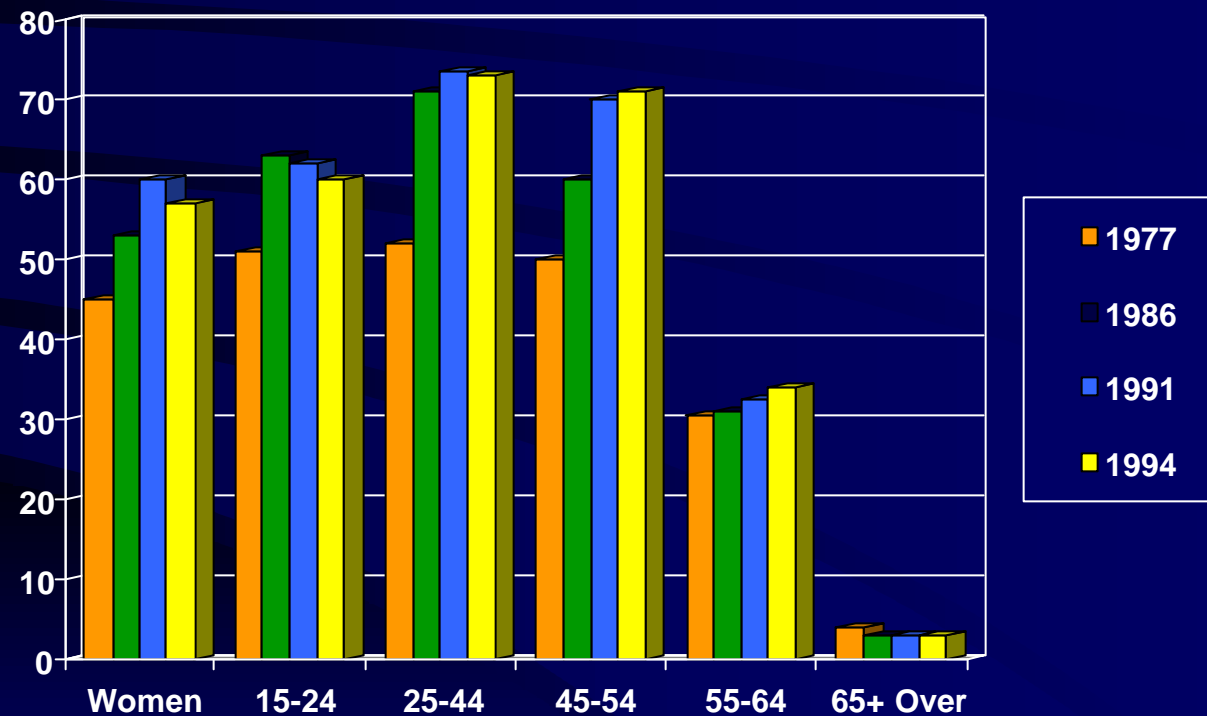
2000 +

### Age of Equity

- Differences are Acknowledged
- Treat everyone fairly
- Accommodate differences

# Participation Rates of Women by Age

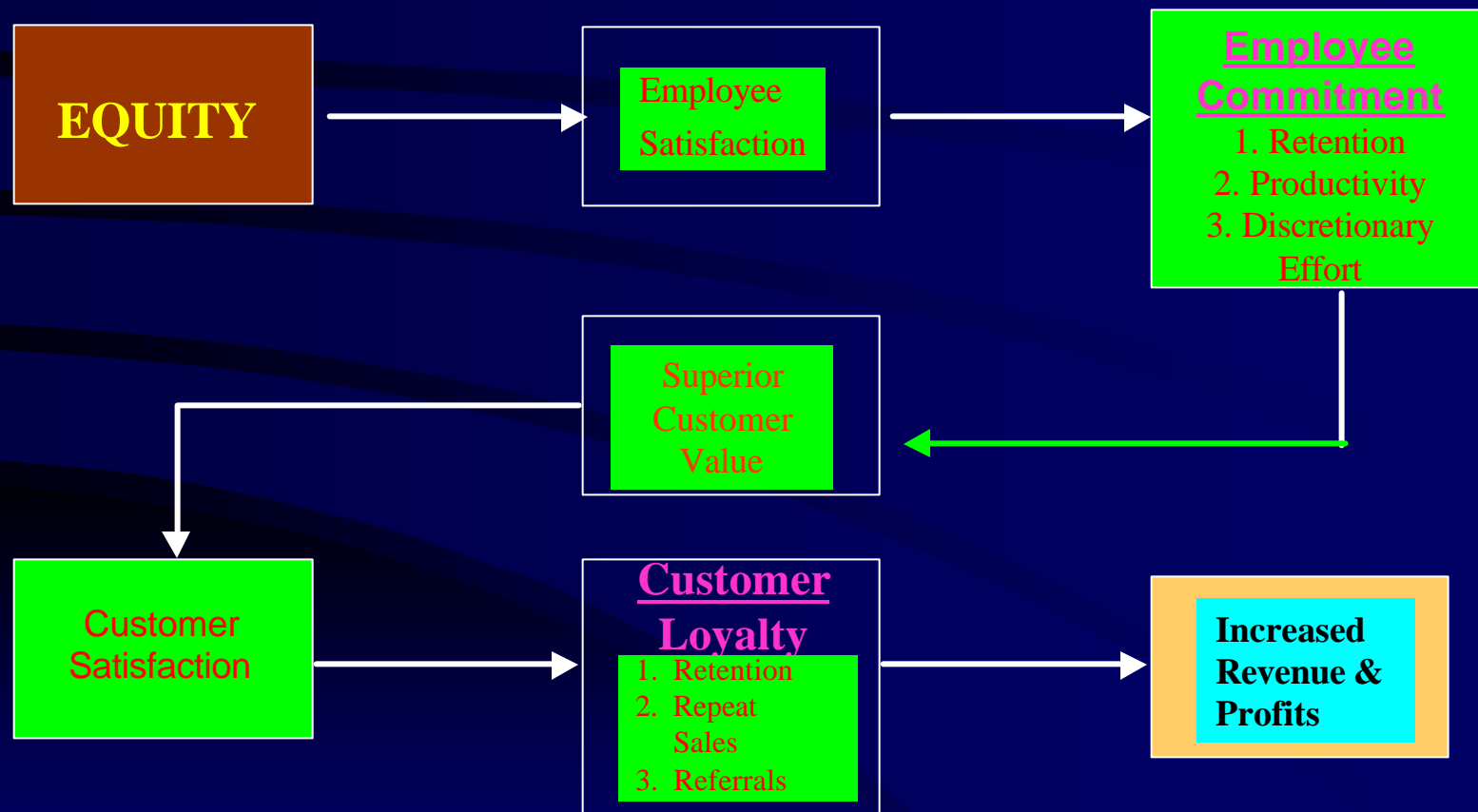
## Selected Years



# The Business Case For Equity

(see p. 33 of Diversity @ Work)

## Employee/Customer Satisfaction Chain





# The Equity Continuum

(see p. 42 Diversity@Work)



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Source: Wilson: Diversity at Work

## Diversity vs Compliance

- Business imperative
- Owned by key opinion leaders
- Proactive and comprehensive strategy
- Success measured via benchmarks, norms, best practices, availability
- Proactive communications
- Leaders are strong advocates for diversity

•Representation numbers are a means to the end.

**EQUITY FOR ALL.**

- Legislative imperative
- Owned by HR/Legal Dept.
- Reactive and piecemeal strategy
- Success measured via government report & availability numbers
- Defensive and minimal communications**
- Leaders do not recognize diversity as a business issue.

•Representation numbers are the end.

**EQUITY FOR SOME.**

# Who Will Make Up the Workforce?

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# What is a Virtual Network?

- **First pioneered by the Young President's Associates (YPA)**
- **YPA interested in tapping into vast knowledge base of its 14,000 members**
- **Objective to allow members to utilize untapped expertise in the membership base in real time.**
- **Answer to their problem was Virtual Networks**

# Definition of a Virtual Network

“An electronic gathering place for leaders and change agents to meet, learn and exchange information on the Internet/intranet”



# How it will work - Scenario 1

## Scenario 1 - Finding *people* who knows how to...

### STEP 1

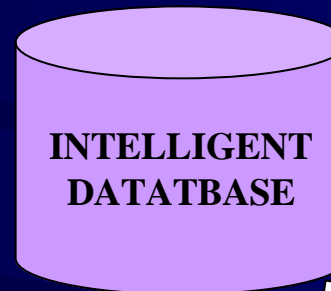
Participants register a personal profile



Personal Profile	
Name	_____
Dept	_____
Address	_____
e-mail	_____
Languages	<input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c
Skill 1	<input type="checkbox"/> I <input type="checkbox"/> H <input type="checkbox"/> E
Skill 2	<input type="checkbox"/> I <input type="checkbox"/> H <input type="checkbox"/> E
etc...	
I Declare the information...	
I=int. H=high E=expert	

### STEP 2

Personal profile is submitted to an intelligent database



### STEP 3

Database sorts Skills based on predefined criteria:

- Organizational Level
- Language skills
- Skill Sets 1 to ...
- Level of Proficiency at each skill
- Past users experience with candidate
- etc..

### STEP 4

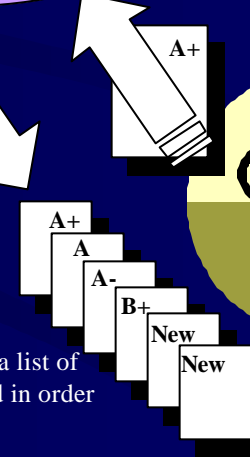
User fills out a form to find an expert who can solve/ advise on a particular problem



### STEP 5

Database returns a list of candidates ranked in order of:

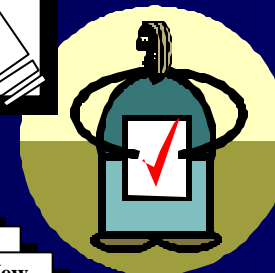
- Match Criteria
- Other users grading of candidate.



### STEP 6

User utilizes candidate and then grades them for others.

E.g. chapters.com where readers grade books



# Inventory of Skills



# Potential Key Topic Areas

- Inclusion
- Discrimination
- Harassment
- Accommodation
- Best Practices
- Important Events

*Any other challenge related to inclusion and diversity.*



# European Business Network for Social Cohesion

- BP
- British Telecom
- Daimler Benz
- France Telecom
- IBM
- Johnson & Johnson
- Levi Strauss
- L'Oreal
- Phillips
- Shell International
- Siemens
- Spar Nordbank
- Telecom Italia
- Unilever
- Volkswagen

# Centre for Business and Diversity

- Opportunity to network key Global players in Europe, North America, South Africa
- Establish a dialogue and learning re diversity and skills development on 3 continents
- Possible establishment of an on-going forum for information exchange
- Development of global standards in diversity.

# KEY AIMS

- Grow an international diversity community
- Develop the understanding of diversity as a key strategic issue for organisations
- Develop professional competence in diversity management
- Develop standards for the implementation of diversity in organisations
- Influence policy making at a local, national and international level

## Developing standards for the implementation of diversity in organisations

- Continue the dialogue and development of global standards in implementing diversity
- Utilise the standards framework to develop best practice in different sectors, countries, regions....
- Link the development of standards to the wider work of the Centre
- Link the development of standards to other initiatives in quality, social accountability....

# The Future

- Global diversity links: United States, Canada , United Kingdom, Ireland, Sweden, France, Italy, South Africa, Australia, etc.
- Living laboratory of diversity activity to establish global benchmarking.
- Establish global standards in diversity implementation.